



BEST PRACTICES PROCEDURES MANUAL

January, 2017

SETTING UP A COMMUNITY RELATIONS COUNCIL

Community Relations and Development Partnership between the South Carolina Human Affairs Commission and the Institute of Community Development at the College of Charleston



KEY RESOURCES

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Click [here](#) to access a PDF version of the powerpoint presentation of the procedures manual

Click [here](#) to access the online training program for **Setting up a Community Relations and Development Council**

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1 Develop a council formation strategy

1.1 Identify and review counties without a council

1.1.1 Ensure that the community councils status report is up to date

- Community Councils Status Report is a document that contains status information about all the councils, including information about which counties and parts of a county are not covered by a council
- Ensure that information about council formation and functioning is up to date so that those counties (sections of a county) that are not covered by an existing and functioning council can be accurately identified

1.1.2 Determine whether and how to divide up a county if necessary (establish multiple councils due to the size, complexity and differences in local community needs)

- councilsSome counties may be too large, complex and have too much internal variation (different local community needs) for a single community relations and development council
- Long/challenging commutes make it difficult for a council to meet and function (may be overcome with video-conferencing technology that supports both physically co-located and distributed meetings - CR&D Division is working on making a video-conferencing technology available to support a meeting/working process where council members are not physically co-located)
- Counties containing different incorporated areas, each with their own local level political systems that address complex and somewhat different issues, may require multiple councils (e.g. a county like Charleston with a variety of different towns/cities)
- Some existing councils address only a section of a county e.g. Myrtle Beach, Spartanburg, Rock Hill etc.
- If necessary, divide the county up into sections that are reasonably similar in terms of key contributors to the quality of community life and small enough to support meeting and functioning without too much difficulty (not too difficult to meet, function and reach consensus about key contributors to the quality of community life)
- If there are community relations and development issues that need to be addressed across a complex, large and/or diverse county then creating a combination of section level councils with an overarching county council may be required (members of section level councils should participate on county level councils)

Types of potential councils:

- county level council with no sub-structure of councils that address sections of the county
- county level council with a sub-structure of councils that address sections of the county
- council that addresses a section of a county

1.1.3 Review the updated report to determine which counties and/or sections of a county do not have a council

1.1.4 Review information about the counties and sections of a county without councils and prioritize which counties/sections to target

Take into consideration factors like:

- size (population, geographic etc.)
- influence (economic activity, political activity etc.)
- visibility
- need assistance in addressing key contributors to the quality of community life
- need assistance in addressing how residents experience, respond to and manage group differences
- predicted level of support and resistance
- expected time and resources required to support the council formation process

1.2 Select a target county

- Update the Community Council Status Report to indicate that the County (or section of a county) is being targeted

1.3 Conduct a review of the targeted county

1.3.1 Identify useful types of information

See Appendix A within the procedures manual for a more detailed review of useful information - key types of review information includes information about:

- Population
- History
- History with SCHAC (Community Relations/Development Division)
- Geographic and climate Characteristics
- Infrastructure
- Transportation System
- Political System
- Political History and Current Situation
- Public Sector
- Economic System
- Socio-Economic Conditions
- Community Associations
- Law Enforcement, Public Safety and Judicial System
- Health Care System
- Education System

- Religious System
- Communication and Media System
- Leisure, Recreation and Sports System
- Social Services System
- Arts and Entertainment System
- Socio-Cultural System
- Reputable and Influential Residents of the County

Note: the above types of information are similar to the categories within the general community assessment tool that SCHAC-CR&D Division are encouraging each council to use

1.3.2 Identify useful sources of information

- County web page
- Wikipedia site for the county
- South Carolina Municipal Association web site
- South Carolina Association of Counties web site
- Board Member assigned to the county
- Crime statistics provided by SLED
- Local newspapers (archives)
- Historians who are familiar with the county
- CR&D Division staff members who may be familiar with the county
- Previously conducted community assessments

1.3.3 Review pre-existing and available sources of information

- Try to get a sense of the key issues impacting the quality of community life and the state of relations between key groups within the community (informal community assessment)
- May be useful to use the community assessment tool provided by SCHAC-CRD and ICD to guide the review process (click [here](#))

1.4 Discuss council formation strategies with SCHAC staff

1.4.1 Discuss council formation strategy with the Commissioner, Deputy Commissioner, Board Member and any other relevant SCHAC staff

- Community Relations and Development Councils can be established via:
 - Official resolution of support from the County/City Council
 - Declaration of support from the Chamber of Commerce
 - Participation agreement from 15 Diverse, Capable and Appropriate citizens
- Ask the Commissioner, Deputy Commissioner, Board member and/or Head of the Community Relations and Development Division for advice on how best to go about securing support for a council in the targeted county

- Ask the Commissioner, SCHAC staff, Board Member and any other informed stakeholders to recommend citizens who might assist with the process of establishing a council (or suggest names/provide contact information of those who could help in identifying potentially supportive citizens)

1.4.2 Develop a list of potential contacts who can provide constructive advice and support for the council formation process in the targeted county or section of a county

1.5 Discuss council formation strategies with identified citizens who can provide constructive advice and support

1.5.1 Secure contact information for the identified advisors

1.5.2 Send an email/letter with background information and request a meeting

1.5.2.1 Prepare/update useful background information

Develop/update useful support information

Content

- Strategic goals, organization, management and history of the Community Relations and Development System (mission, vision and values)
- Council formation process
- General Operating Model of CR&D councils (suggest accordion style service provision model)
- Benefits

Format

- Pamphlet
- Short paper (executive summary)
- Web based videos

1.5.2.2 Send the introductory email/letter

1.5.3 Prepare for the meeting

- Develop/update background materials that will create an informed context for requesting input from the targeted citizens (information sent with the introductory email may be sufficient)
- Keep in mind that contact with community members as a representative of the CR&D system helps to develop (and/or reduce) the reputational capital of the CR&D system and associated councils
- Conduct some research on the targeted citizens and develop some constructive questions about the person and their engagement with the community that demonstrates interest and respect (help elicit useful information)
- Remember to embody the values of the CR&D Division/System and set firm and respectful boundaries where necessary (some stakeholders may try to influence the formation and operation of the councils to serve a narrow set of personal and/or advocacy interests e.g. trying to influence the system to predominant focus on the interests of the elderly or Hispanics or a particular type of home owner or the issue of tax relief etc.)

1.5.4 Conduct the meeting

- Conduct the meeting either face-to-face or over the telephone

- Introduce yourself, title and role
- Explain why you are approaching them
- Ask about and briefly discuss the targeted citizens engagement/achievements within the community (build rapport)
- Briefly review the new CR&D system (if needed)
- Briefly review the process(es) for establishing a council (if needed)
- Ask for feedback and input
- Ask for assistance in identifying others who might be a constructive source of assistance

1.5.5 Meet with any others who were suggested as useful advisors

1.6 Decide on a council formation strategy

2 Execute council formation strategy

2.1 Make a presentation to both the City/County Council and Chamber of Commerce and request official endorsement for the formation of a CR&D council

2.1.1 Contact city/county council and chamber of commerce to secure the opportunity to make a presentation

2.1.1.1 Prepare/update useful support information to support the request to make a presentation

- **Content**
 - History, general purpose, organization and management of CR&D system
 - Current strategic goals, organization and management of the system
 - General Operating Model of CR&D councils (accordion style service provision model)
 - Benefits for a community
 - State of the current system
 - Testimonials
 - Council formation process
 - Sample resolutions
- **Format**
 - Pamphlet
 - Short paper (executive summary)
 - Web based videos

2.1.1.2 Contact county/city council clerk and secure opportunity to make a presentation to city/county council

- City/County Councils may have different processes for receiving, reviewing and deciding on requests to endorse community development initiatives
- Identify what process the council uses for considering a request for endorsement

- Use the required process to request an opportunity to make a presentation to the City/County Council about the new CR&D System and the need for City/County Council endorsement to establish a CR&D council

2.1.1.2.1 Send an email to the council clerk explaining the request to make a presentation (person managing the council agenda)

- Establish an email template
- Attach/send the necessary support information (include links to informative videos)

2.1.1.2.2 Meet with or contact the council clerk and secure the opportunity to make a presentation

2.1.1.2.3 Secure names and contact information of the council members

- Enter contact information into the contacts database

2.1.1.2.4 Send a introduction email to council members

- The council clerk may manage the process of providing council members with preparatory information
- Attach the same background and supporting information provided to the clerk
- Make a clear and concise case for the benefits of a CR&D council
- Make an explicit request for support

2.1.1.2.5 Identify and respond to any additional requirements required to make an official presentation to the council requesting endorsement

- Council Clerk may ask CR&D Division staff to meet with some Council Members, City/County Administrator and/or other key stakeholders as a part of the process of securing permission to make a presentation and request official endorsement for a CR&D council

2.1.1.2.6 Secure a time, date and location for the presentation

2.1.1.3 *Contact chamber of commerce and secure opportunity to make a presentation to the appropriate person/group*

2.1.1.3.1 Send an email to the executive assistant of the head of the chamber of commerce explaining the request to make a presentation (person managing the agenda of the chamber's executive team)

- Establish an email template
- Attach/send the necessary support information (include links to informative videos)

2.1.1.3.2 Meet with or contact the executive assistant and secure the opportunity to make a presentation

2.1.1.3.3 Secure names and contact information for the executive members of the chamber of commerce

- Enter contact information into the contacts database

2.1.1.3.4 Send an introduction email to executive members

- The chamber executive assistant may manage the process of providing executive members of the chamber with preparatory information
- Attach the same background information provided to the executive assistant
- Make a clear and concise case for the benefits of a CR&D council

- Make an explicit request for support

2.1.1.3.5 Identify and respond to any additional requirements required to make an official presentation

- Executive assistant may ask SCHAC-CR&D staff to meet with some Chamber Members and/or other key stakeholders as a part of the process of securing permission to make a presentation and request endorsement for a CR&D council

2.1.1.3.6 Secure a time, date and location for the presentation

2.1.2 Prepare for the presentations

2.1.2.1 Develop/update the presentation materials

- Discuss with county clerk/chamber assistant what equipment and other resources are available to support making a presentation
- Develop/update a presentation that addresses
 - Purpose of the presentation
 - Nature of the new CR&D System and associated councils in South Carolina
 - Strategic Goals (Mission, Vision and Values)
 - General Operating Model
 - Benefits for the Community and State
 - Testimonials
 - Formation process and the need for endorsement
 - Sample endorsements
- Develop/update the handouts that will accompany the presentation

2.1.2.2 Secure support from other community members and stakeholders who are willing and able to encourage council and/or chamber leaders to support the formation of a CR&D council

2.1.2.2.1 Identify community members and others who are able and willing to encourage the city/county council members and the chamber of commerce executives to endorse a CR&D council

Identify community and group leaders/influencers from various sectors, groups and regions

- **Sectors that significantly influence the quality of community life**
 - Political system (local, state and federal)
 - City/County administration and key state agencies
 - Economic system (economic development organizations in each county)
 - Private sector (CEOs, Heads of Diversity, Inclusion and Corporate Social Responsibility, Heads of Human Resource Management)
 - Law Enforcement, Public Safety and Judicial system
 - Health Care system
 - Food Provision system
 - Education system

- Infrastructure system
- Communication and Media system
- Leisure, Recreation and Sports system
- Social Services system
- Arts and Entertainment system
- Emergency Management system
- **Different geographic areas with the will be covered by the new CR&D council**
- **Different groups**
 - Race, Ethnicity and National Origin
 - Disability
 - Sexual Orientation
 - Age
 - Gender
 - Veterans
 - Religious

2.1.2.2.2 Send an introduction email/letter to the identified influencers requesting an expression of support for the formation of a CR&D council

- Establish an email template
- Attach useful background and supporting information (include links to informative videos)
- Provide a list of email/ mailing addresses where an expression of support can be sent
- Provide a sample email/letter of support
- Ask the influencer to identify any others who might be supportive (provide a link to the online contacts [form](#))

2.1.2.2.3 Follow up with the identified influencers

- Conduct the meeting either face-to-face or over the telephone
- Introduce yourself, title and role
- State the purpose of the meeting
- Explain why the identified influencer was chosen and what you would like from them (main purpose is to encourage council and/or chamber members to support the formation of a CR&D council)
- Briefly review the new CR&D system and associated councils at the local, county and state level (if needed)
- Briefly review the process(es) for establishing a council (if needed)
- Ask for feedback and input
- Ask for assistance in encouraging the city/county council and/or the chamber of commerce to support the formation of a CR&D council

- Provide the identified influencer with a template letter/email of support that they can sign and send to the various council and/or chamber leaders via email, letter or both (they may chose to call the council and/or chamber members)
- Ask the identified influencer to identify others who can assist with the council formation process (repeat this process with any others who are identified)

Note: these people may be potential members of the council and may make up the 15 diverse and capable participants necessary to establish a council if official endorsement is not received from either city/county council or the chamber of commerce

- ask the identified influencer if they would be willing to participate in the council (review the requirements and benefits)
 - General role requirements
 - Meet monthly for 90 minutes to manage the service provision process chosen by the council (typically 10 meetings a year - July and December excluded)
 - Execute a key council role as needed (chairperson, treasurer and secretary)
 - Support the various service provision activities as needed (community assessment and needs analysis, events, community relations intervention/development activities etc.)
 - General Benefits
 - Networking at local, county and state level (access to leaders from a variety of sectors)
 - Become a member of the Community Heroes Group that is honored each year by the Governor and the SCHAC Commissioner
 - Part of the process of making and supporting official recommendations for community relations and development initiatives at multiple levels across the state
 - Participate in the Annual Community Relations and Development Conference in Myrtle Beach
 - Access to official Community Relations and Development training programs with Certification by the College of Charleston

2.1.3 Conduct the presentations

2.1.3.1 State the purpose of the presentation

- Goal of the presentation is to briefly review the new CR&D system in South Carolina and secure official endorsement for the formation of a CR&D council in the local area (county or section of a county)

2.1.3.2 Conduct a brief review of the new CR&D system and associated councils in South Carolina

2.1.3.3 Brief review of the process for setting up a CR&D council and the support needed from the city/county council and/or chamber of commerce

Support needed from the City/County Council, Chamber or both includes:

- Official endorsement of a CR&D council

- Assistance in identifying and securing a diverse, capable, constructive and willing group of council members
 - Encourage chamber and council leaders to participate in the CR&D council
 - Ask council/chamber leaders to suggest other potential CR&D council members
 - Ask council/chamber leaders to assist in identifying others who would be able to assist in identifying potential council members
- Use of council/chamber facilities to conduct meetings and support the service delivery process (e.g. events, community dialogue sessions etc.)
- Budget, clerical and administration support (this request is optional depending on the resource availability and the expected level of resistance)

2.1.3.4 Make an explicit request for support and clearly identified next steps required to secure an official endorsement

2.2 Support the official review and decision making process

2.2.1 Support the final decision making process as required

- Ask the Commissioner, Board Member, State/Federal elected officials and other influencers to make a call and/or send a letter (email) of support for the formation of a CR&D council to the City/County Council and/or Chamber of Commerce members
- Ask other key influencers to encourage council and chamber members to support the formation of a CR&D council
- Provide testimonials from existing CR&D council members
- Identify and encourage a City/County Council or Chamber of Commerce Member to put forward a motion requesting official endorsement of a CR&D council

2.2.2 City/County council and/or chamber of commerce makes an official decision about endorsing the formation of a CR&D council

- The Chamber of Commerce and/or the City/County Council may take some time to review and vote on the resolution
- May be more efficient to try and secure 15 diverse, capable and willing CR&D council members than wait for endorsement from either the City/County Council or Chamber of Commerce (a number of potential participants may already been identified)

2.2.3 Secure the official endorsement documentation

2.3 Identify and secure potential members for the CR&D council

- Give both the City/County Council and Chamber of Commerce a reasonable opportunity to review and vote on a resolution of support
- If in the process of making contact with various citizens, a total of 15 or more diverse and reputable citizens are willing to participate, then formation of the council may proceed without a formal resolution of support from either the Chamber of Commerce and/or the City/County Council (if consideration of resolutions is still underway in either institution, then that process should be allow to proceed while the new council is being established)
- If after a reasonable time period, neither the City/County Council nor the Chamber have voted on an endorsement, or they have rejected endorsement, proceed with the process of identifying 15 diverse and reputable citizens (unless it is considered to be too disruptive of a potential relationship with the City/County Council and/or the Chamber of Commerce)

2.3.1 *Identify key community sectors and groups that would ensure sufficient diversity and coverage of key contributors to the quality of community life*

- **Representation from sectors that significantly influence the quality of community life**
 - Political system (local, state and federal)
 - City/County administration and key state agencies
 - Economic system (economic development organizations in each county)
 - Private sector (CEOs, Heads of Diversity, Inclusion and Corporate Social Responsibility, Heads of Human Resource Management)
 - Law Enforcement, Public Safety and Judicial system
 - Health Care system
 - Food Provision system
 - Education system
 - Infrastructure system
 - Communication and Media system
 - Leisure, Recreation and Sports system
 - Social Services system
 - Arts and Entertainment system
 - Emergency Management system
- **Representation from different geographic areas with the area covered by the CR&D council**
- **Representation from different groups**
 - Race, Ethnicity and National Origin
 - Disability
 - Sexual Orientation
 - Age
 - Gender
 - Veterans
 - Religious

2.3.2 *Develop/update materials explaining the role requirements and benefits of being a CR&D council member*

- **General role requirements**
 - Meet monthly for 90 minutes to manage the service provision process chosen by the council (typically 10 meetings a year - July and December excluded)
 - Execute a key council role as needed (chairperson, treasurer and secretary)
 - Support the various service provision activities as needed (community assessment and needs analysis, events, community relations intervention/development activities etc.)
- **General Benefits**
 - Networking at local, county and state level (access to leaders from a variety of sectors)

- Become a member of the Community Heroes Group that is honored each year by the Governor and the SCHAC Commissioner
- Part of the process of making and helping support official recommendations for community relations and development initiatives at multiple levels across the state
- Participate in the Annual Community Relations and Development Conference in Myrtle Beach
- Access to official Community Relations and Development training programs with Certification by the College of Charleston

2.3.3 Request city/county council and chamber of commerce leaders to participate on the CR&D council and provide the names and contact information of other potential members

2.3.3.1 Send information about the role requirements and benefits of being a CR&D council member to city/county council and chamber leaders

- This process may be better managed via the City/County Clerk and the executive assistant for the Chamber of Commerce
- Try to secure the support of the City/County Council clerk and the executive assistant for the Chamber of Commerce in securing names and contact information for (1) people who would be willing to represent the City/County council and the Chamber of Commerce on the new council, and (2) the names and contact information of others suggested by city/county council and the executive members of the chamber of commerce
- When requesting the names and contact information of others who would make a constructive contribution to the CR&D council, provide information about the various sectors and groups that would ensure sufficient coverage and diversity on the council (click [here](#) for a link to an online form)

2.3.3.2 Follow up with city/county council and chamber leaders and try to secure their participation on the new council

- Ask City/County council and Chamber of Commerce leaders to participate on the new council
- Ask City/County council and Chamber of Commerce leaders to provide names and contact information of diverse and capable citizens who would make a constructive contribution to the council
- Provide City/County Council members and the executive members of the Chamber of Commerce with a link to the online form for gather names/contact information about potential council members (click here to access the [link](#))

2.3.4 Inform and request representation from the State level elected official(s)

2.3.5 Request participation from other key stakeholders and groups

2.3.5.1 Secure the names and contact information of diverse and competent citizens that would make a constructive contribution to the council

- Use the names and contact information provided by the City/County Council, Chamber of Commerce and others
- Identify leaders in each of the key sectors and groups that would be useful council members and/or would be able to provide names/contact information of suitable others (use the online [form](#) as a guide)
 - Speak to SCHAC staff
 - Contact informed local citizens
 - Conduct web searches

- Search the existing master contacts database

2.3.5.2 Send an introductory email/letter

- Develop an email template
- Attach the necessary background information and/or embed links to informative videos
 - Review of the Community Relations and Development System
 - Role requirements and benefits of participation
- Request names and contact information of others from various sectors/groups who would make a constructive contribution to the council (provide a link to the online [form](#))

2.3.5.3 Follow up with identified citizens and try to secure their participation on the new council

2.3.6 Develop/update the list of capable and willing participants in the new council

2.4 Select and inform the inaugural group of council members

2.4.1 Select the inaugural group of council members

- Encourage functional diversity through proportional representation of key groups (primary considerations are race, ethnicity, gender, religion, disability and sexual orientation) and key community sectors (political, economic, law enforcement, health care etc.)

2.4.2 Send out a welcome email with information about the upcoming orientation process

Content of the email:

- Welcome letter from the Commissioner and Head of the Community Relations and Development Division
- Attachments/links to online videos regarding:
 - General review of the community relations and development system
 - Nature of a community relations council
 - Role requirements and benefits of a council member
 - Review of the upcoming orientation process

Note: develop an email template

2.4.3 Enter contact information for new council members into the CR&D contacts database and update the community councils status report

3 Conduct the council orientation process

3.1 Conduct the getting acquainted meeting

3.1.1 Identify participants

3.1.2 Organize the meeting

3.1.2.1 Secure feedback about best possible dates/times

3.1.2.2 Secure a location

3.1.2.3 Set a date and time

3.1.2.4 Develop the agenda

- Welcome from the Commissioner
- Get to know each other while discussing various aspects of the community relations and development system
- Review of the Community Relations and Development System and associated system of Councils
- Community debrief and discussion
- Closing comments and next steps

3.1.2.5 Send out email invitations (phone calls if necessary)

Content of the email:

- Welcome to the orientation process from the Commissioner and Head of the Community Relations and Development Division (time, date, location and directions) - may need to address video/tel conferencing requirements for those who will participate remotely
- Attachments/links to online videos regarding:
 - Review of the upcoming orientation process
 - Review of the awareness windows engagement process

Note: develop an email template

3.1.2.6 Secure confirmations

3.1.2.7 Put together the welcome packs and support resources for the meeting e.g. name tags, welcome packs, notebooks, handouts etc.

Resources for the meeting

- name labels
- pen and pad
- agenda
- hand out explaining the awareness windows and instructions for the various engagement exercises
- hand out that briefly reviews the community relations and development system

Content of the welcome pack:

- letter from Commissioner and Board Member
- agency brochure
- business cards of relevant contacts
- list of Board/Commission members
- info on SCHACRA
- various give-a-ways with logo
- info on partners
- county map
- list of county officials

3.1.3 Conduct the meeting

3.1.3.1 Set up the meeting room and welcome process

3.1.3.2 Welcome participants and provide them with a name tag and a welcome pack

3.1.3.3 Open the meeting with a welcome from the Commissioner

Components of the brief welcome

- Welcome to the meeting (name the meeting and the step in the orientation process - "Hi folks and welcome to Getting to Know Each Other and the Community Relations and Development System, the 1st step in the orientation process")
- Speaker introduces him/herself, describe title and role, and provide a brief review of personal work experience
- Speaker provides brief description of their personal experience of the upcoming meeting using the awareness windows (feel excited because I think ... and want ...)
- Goal for the day
 - Get to know each other better while discussing and advancing our understanding of the community relations and development system in South Carolina
- Process for achieving the goal - in order to achieve these goals we will:
 - discuss of a variety of topics using a new approach for generating authentic and skillful dialogue called the awareness windows
 - hear a presentation on the community relations and development system in South Carolina
 - have small group and a total community debrief of the presentation
- Create incentive for participation - through your participation, I believe that you will be able to:
 - constructively advance the relations and level of development within this community
 - further develop your skills and experience through world class training and on-the-ground experience available through flexible formats and taken at your own pace
 - receive formal certification/acknowledgement for your efforts
 - network and develop relationships with key leaders and citizens at the local and state level

- influence state policy through your participation in the Annual Community Relations and Development conference in Myrtle Beach
- help South Carolina become a global best practice in advancing community relations and development
- Thank attendees for their participation and close

3.1.3.4 Participants briefly introduce themselves

Ask each person to tell us:

- their name and occupation
- what they think the key strength and challenge of the county are
- what they want from participating on the council

3.1.3.5 Conduct the Getting to Know Each Other Exercise using the Awareness Windows and Speed Dating Process

Steps in the process

- Hand out the awareness windows guide
- Explain that the Getting to Know Each Other process uses the awareness windows communication tool to help people identify and describe their inner experience and engage each other in an open and skillful manner
- Quickly review and demonstrate the awareness windows process
- Inform the participants that they need to get up and identify a learning partner, then each take a turn describing what they are paying attention to, feeling, thinking and wanting, with regard to the provided reflection frames (see below) Inform the participants that they need to continue going back and forth describing their moment-by-moment experience using the awareness windows process until the facilitator says "please finish up with your current learning partner and switch". At that point the discussion pairs need to quickly finish up with their existing learning partner, say thanks, go and find another learning partner and repeat the exercise using the next reflection frame (see below)
- Facilitator will allow a few rounds of the process (hence the term speed dating process) and then end the process (gives people a change to get to know each other while authentically discussing important issues in a skillful manner)

Reflection Frames

- **(round 1)** when you reflect on setting up and working within a community relations and development council, what are you paying attention to ... feeling ... thinking ... wanting ...
- **(round 2)** when you reflect on engaging with a diverse set of stakeholders, what are you paying attention to ... feeling ... thinking ... wanting ...
- **(round 3)** when you reflect on your own participation within the council, what are you paying attention to ... feeling ... thinking ... wanting ...

3.1.3.6 Give a presentation that reviews the Community Relations and Development System

Components of the presentation - brief reviews of:

- Community relations and development system
 - Mission, vision and values
 - Nature and history of the community relations and development system including the system of councils
 - The new system including the annual conference
 - The general nature of a community relations and development council

3.1.3.7 Conduct a pairs based discussion among the participants about the previous presentation

Steps in the Process

- Ask the participants to turn to the person(s) next to them and each take a turn to briefly describe their experience (using the awareness windows) of the presentation (when I reflect on the presentation, I'm paying attention to ... feeling ... thinking ... and wanting ...)

3.1.3.8 Conduct a community debrief

Steps in the Process

- Explain to the participants that if they get the foam ball they are requested to reflect on the meeting thus far and identify what they are paying attention to ... feeling ... thinking ...wanting
- Facilitator needs to answer any questions that the participants may have
- Explain to the first participant that once they have finished speaking, they need to toss the ball to someone else they select or someone who is asking for the ball
- Explain that the person who catches the ball can choose to reflect on and respond to (1) what the previous contributor just said or (2) reflect on and respond to something about the meeting (participants are expected to continue using the awareness windows process)
- Process continues until facilitator calls an end to the process

Note

- Maintain a board/flipchart that is a parking lot for recording key issues that came up that need to be addressed later on

3.1.3.9 Provide closing comments and review next steps

Explain to the participants that:

- the next step in the orientation process will be a meeting that reviews the suggested service delivery options of the council
- there will be a follow up process after the meeting that will ask the participants to respond to an online survey that requests some brief feedback about which services they would like to provide as a council

3.1.4 Follow up

3.1.4.1 Send out a thank you email with a summary of the meeting and a link to the online survey that secures feedback about potential services the council may provide (subject of the next meeting)

Preparation for the email

- ensure that the online survey that collects the participants responses to the accordion style service provision model is up to date and ready to receive responses
- review and develop responses to the items placed in the parking lot at the previous meeting

Content of the email

- thank the participants for their participation
- provide a brief review of the meeting
- address any issues that were recorded on the parking lot board at the last meeting
- request the participants to review the brief video on the accordion style service provision model and respond to survey that secures feedback about potential services that the council may offer
- Attachments/links to online videos regarding:
 - accordion style service provision model (information about the potential services that a council may choose to offer)
 - online survey that secures feedback about potential services that the council may offer

Note: develop an email template

3.1.4.2 Compile the feedback about the preferred services and prepare a brief report

3.1.4.3 Send the report to the members of the council and other appropriate stakeholders prior to the service provision review meeting

3.2 Conduct the service provision review meeting

3.2.1 Identify participants

3.2.2 Organize the meeting

3.2.2.1 Secure feedback about best possible dates/times

3.2.2.2 Secure a location

3.2.2.3 Set a date and time

3.2.2.4 Develop the agenda

- Welcome from the Board Member
- Continue getting to know each other while discussing aspects of the community relations and development system
- Review of the Accordion Style Service Provision Model
- Community debrief and discussion
- Closing comments and next steps

3.2.2.5 Send out email invitations (phone calls if necessary)

Content of the email:

- Welcome to the 2nd step in the orientation process from the Board Member (time, date, location and directions) - may need to address video/tel conferencing requirements for those who will participate remotely
- Reminder to review the brief video about the suggested accordion style service provision model and respond to the brief survey
- Attachments/links to online videos regarding:
 - accordion style service provision model (information about the potential services that a council may choose to offer)
 - online survey that secures feedback about potential services that the council may offer

Note: develop an email template

3.2.2.6 Secure confirmations

3.2.2.7 Put together the support resources for the meeting e.g. handouts etc..

Resources for the meeting

- bring some welcome packs for those participants who were not able to attend to the first meeting
- name labels
- pen and pad
- agenda
- awareness windows handout with instructions for the various engagement exercises
- hand out that provides a brief review of the accordion style service provision model

3.2.3 Conduct the meeting

3.2.3.1 Open the meeting with a welcome from the Board Member

Components of the brief welcome

- Welcome to the meeting (name the meeting and the step in the orientation process - "Hi folks and welcome to Reviewing the Accordion Style Service Provision Model, the 2nd step in the orientation process")
- Speaker introduces him/herself, describe title and role, and provide a brief review of personal work experience
- Speaker provides brief description of their personal experience of the upcoming meeting using the awareness windows (feel excited because I think ... and want ...)
- Goals for the day
 - Continue getting to know each other while discussing and advancing our understanding of the community relations and development system in South Carolina

- Review various components of the accordion style service provision model
- Have a community discussion of the service provision model in preparation for selecting the first service provision model
- Process for achieving these goals - in order to achieve these goals we will:
 - identify and discuss our experience and views of the community relations and development system
 - hear a presentation on the accordion style service provision model
 - have a small group and total community debrief/discussion of the service provision model
- Create incentive for participation - through your participation, I believe that you will be able to:
 - constructively advance the relations and level of development within this community
 - further develop your skills and experience through world class training and on-the-ground experience taken at your own pace
 - receive formal certification/acknowledgement for your efforts
 - network and develop relationships with key leaders and citizens at the local and state level
 - influence state policy through your participation in the Annual Community Relations and Development conference in Myrtle Beach
 - help South Carolina become a global best practice in advancing community relations and development
- Thank attendees for their participation and close

3.2.3.2 Participants briefly introduce themselves

Ask each person to tell us:

- their name and occupation
- what they think the key strength and challenge of the county are
- what they want from participating on the council

3.2.3.3 Get acquainted/reacquainted using the awareness windows

Steps in the process

- Hand out the awareness windows guide
- Explain that the Getting to Know Each Other process uses the awareness windows communication tool to help people identify and describe their inner experience and engage each other in an open and skillful manner
- Quickly review and demonstrate the awareness windows process
- Inform the participants that they need to get up and identify a learning partner, then each take a turn describing what they are paying attention to, feeling, thinking and wanting, with regard to the provided reflection frames (see below) Inform the participants that they need to continue going back and forth describing their moment-by-moment experience using the awareness windows process until the facilitator says switch. At that point they need to quickly finish up with their existing

learning partner, say thanks, go and find another learning partner and repeat the exercise using the next reflection frame (see below)

- Facilitator will allow a few rounds of the process (hence the term speed dating process) and then end the process (gives people a change to get to know each other while authentically discussing important issues in a skillful manner)

Reflection Frames

- **(round 1)** when you reflect on choosing a service delivery system for the council, what are you paying attention to ... feeling ... thinking ... wanting ...
- **(round 2)** when you reflect on your own participation in delivering community relations and development services, what are you paying attention to ... feeling ... thinking ... wanting ...

3.2.3.4 Review of the accordion style service provision model

Key components of the presentation include brief reviews of:

- Core community assessment and issues management process
- Information gathering and dissemination that supports community relations and development
- Community engagement/deliberative dialogue about key issues
- Group relations management
- Crisis management
- Partner support

3.2.3.5 Conduct a pairs based discussion among the participants about the previous presentation

Steps in the Process

- Ask the participants to turn to the person(s) next to them and each take a turn to briefly describe their experience (using the awareness windows) of the presentation

3.2.3.6 Conduct a community debrief

Steps in the Process

- Explain to the participants that if they get the foam ball they are requested to reflect on the meeting thus far and identify what they are paying attention to ... feeling ... thinking ...wanting
- Facilitator needs to answer any questions that the participants may have
- Explain to the first participant that once they have finished speaking, they need to toss the ball to someone else they select or someone who is asking for the ball
- Explain that the person who catches the ball can choose to reflect on and respond to (1) what the previous contributor just said or (2) reflect on and respond to something about the meeting (participants are expected to continue using the awareness windows process)
- Process continues until facilitator calls an end to the process

Note

- Maintain a board/flipchart that is a parking lot for recording key issues that came up that need to be addressed later on

3.2.3.7 Provide closing comments and review next steps

- Explain to the participants that the next step will be a meeting that reviews the suggested consensus oriented decision making process for a council and use of the process to choose a service provision model

3.2.4 Follow up

3.3 Conduct the council organization and operating processes meeting

3.3.1 Identify participants

3.3.2 Organize the meeting

3.3.2.1 Secure feedback about best possible dates/times

3.3.2.2 Secure a location

3.3.2.3 Set a date and time

3.3.2.4 Develop the agenda

- Welcome from the Deputy Commissioner
- Continue getting to know each other while discussing aspects of the community relations and development system
- Review of the Council structure and suggested Consensus oriented decision making process
- Use the consensus oriented decision making process to select the service provision model
- Closing comments and next steps

3.3.2.5 Send out email invitations (phone calls if necessary)

Content of the email:

- Welcome to the 3rd step in the orientation process from the Deputy Commissioner (time, date, location and directions) - may need to address video/tel conferencing requirements for those who will participate remotely
- Reminder to review the feedback report regarding the services that the council members would prefer to offer
- Attachments/links to online videos regarding:
 - council structure and the consensus oriented decision making process
 - accordion style service provision model (information about the potential services that a council may choose to offer)
 - feedback report about the preferred services

Note: develop an email template

3.3.2.6 Secure confirmations

3.3.2.7 Put together the support resources for the meeting e.g. handouts etc..

Resources for the meeting

- bring some welcome packs for those participants who were not able to attend to the first meeting
- name labels
- pen and pad
- agenda
- awareness windows handout with instructions for the various engagement exercises
- hand out that provides a brief review of the accordion style service provision model
- hand out that provides a brief review of the council structure and suggested consensus oriented decision making process

3.3.3 Conduct the meeting

3.3.3.1 Open the meeting with a welcome from the Deputy Commissioner

Components of the brief welcome

- Welcome to the meeting (name the meeting and the step in the orientation process - "Hi folks and welcome to Choosing your Operating Processes and Service Provision Model, the 3rd step in the orientation process")
- Speaker introduces him/herself, describe title and role, and provide a brief review of personal work experience
- Speaker provides brief description of their personal experience of the upcoming meeting using the awareness windows (feel excited because I think ... and want ...)
- Goals for the day
 - Continue getting to know each other while discussing and advancing our understanding of the community relations and development system in South Carolina
 - Review the structure of the council and the suggested consensus oriented decision making process
 - Select the initial chairperson, secretary and treasurer
 - Select the initial service provision system
- Process for achieving these goals - in order to achieve these goals we will:
 - identify and discuss our experience and views of the community relations and development system
 - hear a presentation on council structure and a suggested consensus oriented decision making process
 - discuss council structure and elect the initial chairperson, secretary and treasurer
 - use the suggested consensus oriented decision making process to choose an initial service provision system
- Create incentive for participation - through your participation, I believe that you will be able to
 - constructively advance the relations and level of development within this community
 - further develop your skills and experience through world class training and on-the-ground experience through flexible formats and taken at your own pace
 - receive formal certification/acknowledgement for your efforts

- network and develop relationships with key leaders and citizens at the local and state level
- influence state policy through your participation in the Annual Community Relations and Development conference in Myrtle Beach
- help South Carolina become a global best practice in advancing community relations and development
- Thank attendees for their participation and close

3.3.3.2 Get acquainted/reacquainted using the awareness windows

Steps in the process

- Hand out the awareness windows guide
- Explain that the Getting to Know Each Other process uses the awareness windows communication tool to help people identify and describe their inner experience and engage each other in an open and skillful manner
- Quickly review and demonstrate the awareness windows process
- Inform the participants that they need to get up and identify a learning partner, then each take a turn describing what they are paying attention to, feeling, thinking and wanting, with regard to the provided reflection frames (see below) Inform the participants that they need to continue going back and forth describing their moment-by-moment experience using the awareness windows process until the facilitator says switch. At that point they need to quickly finish up with their existing learning partner, say thanks, go and find another learning partner and repeat the exercise using the next reflection frame (see below)
- Facilitator will allow a few rounds of the process (hence the term speed dating process) and then end the process (gives people a change to get to know each other while authentically discussing important issues in a skillful manner)

Reflection Frames

- **(round 1)** when you reflect on developing a consensus oriented decision making process, what are you paying attention to ... feeling ... thinking ... wanting ...
- **(round 2)** when you reflect on your own participation within a consensus oriented decision making process, what are you paying attention to ... feeling ... thinking ... wanting ...

3.3.3.3 Review of council structure and general decision making practices

Key components of the presentation include brief reviews of:

- Basic council structure and functioning using a chairperson, secretary and treasurer
- Review of the basic operating procedures and use of Roberts Rules

3.3.3.4 Elect the chairperson, secretary and treasurer

3.3.3.5 Review of the suggested consensus oriented decision making process

Key components of the presentation include brief reviews of:

- the consensus oriented decision making process

- how the consensus oriented decision making process integrates with Roberts Rules

3.3.3.6 Council practices the suggested decision making processes to select an initial service provision system

Things to do to support this step

- facilitator from SCHAC-CR&D Division is the co-chair for this meeting (provide support for the chair and the process)
- provide facilitation that helps the council complete a cycle of the collaborative/consensus oriented engagement and decision making with regard to the decision of selecting an initial service provision model

3.3.3.7 Community Debrief

Steps in the Process

- Explain to the participants that if they get the foam ball they are requested to reflect on the meeting thus far and identify what they are paying attention to ... feeling ... thinking ...wanting
- Facilitator needs to answer any questions that the participants may have
- Explain to the first participant that once they have finished speaking, they need to toss the ball to someone else they select or someone who is asking for the ball
- Explain that the person who catches the ball can choose to reflect on and respond to (1) what the previous contributor just said or (2) reflect on and respond to something about the meeting (participants are expected to continue using the awareness windows process)
- Process continues until facilitator calls an end to the process

Note

- Maintain a board/flipchart that is a parking lot for recording key issues that came up that need to be addressed later on

3.3.3.8 Provide closing comments and review of next steps

- Explain to the participants that the next step will be a meeting that transfers operational control to the new council
- Explain to the participants that their are online training resources to help them understand and execute various components of the service provision system

3.3.4 Follow up

3.3.4.1 Send out a thank you email with a summary of the meeting

Preparation for the email

- review and develop responses to the items placed in the parking lot at the previous meeting

Content of the email

- thank the participants for their participation

- provide a brief review of the meeting (congratulate the elected chairperson, secretary and treasurer)
- address any issues that were recorded on the parking lot board at the last meeting
- brief reminder of next steps
- Attachments/links to online videos regarding:
 - the various components of the service provision model selected by the council

Note: develop an email template

3.4 Transfer operational control to the new council

3.4.1 Identify participants

3.4.2 Organize the meeting

3.4.2.1 Secure feedback about best possible dates/times

3.4.2.2 Secure a location

3.4.2.3 Set a date and time

3.4.2.4 Develop the agenda

- Welcome from the Head of the Community Relations and Development Division
- Continue getting to know each other while discussing aspects of the community relations and development system
- Review of the training/certification opportunities, the annual South Carolina Community Relations and Development Conference and the other resources provided by the SCHAC-CR&D Division
- Closing comments and next steps
- Social and Certificates of Completion (orientation process)

3.4.2.5 Send out email invitations (phone calls if necessary)

Content of the email:

- Welcome to the final step in the orientation process from the Head of the Community Relations and Development Division (time, date, location and directions) - may need to address video/tel conferencing requirements for those who will participate remotely
- Reminder to review the brief video about the various training/certification opportunities and other resources that the SCHAC-CR&D Division offers
- Attachments/links to online video(s) regarding:
 - Training/certification system and the Annual South Carolina Community Relations and Development System
 - Web site system
 - Online discussion board system
 - Video/tel conferencing system
 - Facilitation and consulting support

Note: develop an email template

3.4.2.6 Secure confirmations

3.4.2.7 Put together the support resources for the meeting e.g. handouts etc..

Resources for the meeting

- bring some welcome packs for those participants who were not able to attend to the previous meetings
- name labels
- pen and pad
- agenda
- awareness windows handout with instructions for the various engagement exercises
- hand out that provides a brief review of the training/certification opportunities, the annual South Carolina community relations and development conference, and the other resources provided by SCHAC-CR&D Division
- Certificates of completion for the orientation process
- Letter of appreciation from the Commissioner, Board Member, Deputy Commissioner and the Head of the Community Relations and Development Division

3.4.3 Conduct the meeting

3.4.3.1 Open the meeting with a welcome from the Head of the Community Relations and Development Division

- Welcome to the meeting (name the meeting and the step in the orientation process - "Hi folks and welcome to the final meeting in the orientation process that focuses on transferring operational control to the council")
- Speaker introduces him/herself, describe title and role, and provide a brief review of personal work experience
- Speaker provides brief description of their personal experience of the upcoming meeting using the awareness windows (e.g. feel excited because I think ... and want ...)
- Goals for the day
 - Continue getting to know each other while discussing and advancing our understanding of the community relations and development system in South Carolina
 - Review the training/certification opportunities, the annual South Carolina Community Relations and Development Conference and other support resources provided by SCHAC-CR&D Division
 - Transfer operational control of the council to the council team
 - Have a social and celebrate completion of the orientation process
- Process for achieving these goals - in order to achieve these goals we will:
 - identify and discuss our experience and views of the community relations and development system
 - hear a presentation on training/certification, the annual conference and other support resources
 - community discussion about training/certification, the annual conference, other support resources and the transfer of operational control

- Thank attendees for their participation and close

3.4.3.2 Get acquainted/reacquainted using the awareness windows

Steps in the process

- Hand out the awareness windows guide
- Explain that the Getting to Know Each Other process uses the awareness windows communication tool to help people identify and describe their inner experience and engage each other in an open and skillful manner
- Quickly review and demonstrate the awareness windows process
- Inform the participants that they need to get up and identify a learning partner, then each take a turn describing what they are paying attention to, feeling, thinking and wanting, with regard to the provided reflection frames (see below) Inform the participants that they need to continue going back and forth describing their moment-by-moment experience using the awareness windows process until the facilitator says switch. At that point they need to quickly finish up with their existing learning partner, say thanks, go and find another learning partner and repeat the exercise using the next reflection frame (see below)
- Facilitator will allow a few rounds of the process (hence the term speed dating process) and then end the process (gives people a change to get to know each other while authentically discussing important issues in a skillful manner)

Reflection Frames

- **(round 1)** when you reflect on the transfer of operational control to the council, what are you paying attention to ... feeling ... thinking ... wanting ...
- **(round 2)** when you reflect on your own participation within the process of helping a council to establish the ability to function in an independent manner, what are you paying attention to ... feeling ... thinking ... wanting ...

3.4.3.3 Review of training/certification opportunities, annual South Carolina Community Relations and Development Conference and the other resources provided by the SCHAC-CR&D Division

Key components of the presentation include brief reviews of:

- Training and certification process
- Annual South Carolina Community Relations and Development Conference
- Other resources provided by the SCHAC-CR&D Division
 - Web site support
 - Online Discussion Boards
 - Video/tel conferencing

3.4.3.4 Conduct a community debrief about the presentation

Steps in the Process

- Explain to the participants that if they get the foam ball they are requested to reflect on the presentation and identify what they are paying attention to ... feeling ... thinking ...wanting
- Facilitator needs to answer any questions that the participants may have
- Explain to the first participant that once they have finished speaking, they need to toss the ball to someone else they select or someone who is calling for the ball
- Explain that the person who catches the ball can choose to reflect on and respond to (1) what the previous contributor just said or (2) reflect on and respond to something about the presentation(participants are expected to continue using the awareness windows process)
- Process continues until facilitator calls an end to the process

Note

- Maintain a board/flipchart that is a parking lot for recording key issues that came up that need to be addressed later on

3.4.3.5 Conduct a community debrief about the transfer of operational control to the council

Steps in the Process

- Explain to the participants that if they get the foam ball they are requested to reflect on the transfer of operational control to the council and identify what they are paying attention to ... feeling ... thinking ...wanting
- Facilitator needs to answer any questions that the participants may have
- Explain to the first participant that once they have finished speaking, they need to toss the ball to someone else they select or someone who is calling for the ball
- Explain that the person who catches the ball can choose to reflect on and respond to (1) what the previous contributor just said or (2) reflect on and respond to something about the presentation(participants are expected to continue using the awareness windows process)
- Process continues until facilitator calls an end to the process

Note

- Maintain a board/flipchart that is a parking lot for recording key issues that came up that need to be addressed later on

3.4.3.6 Provide closing comments and review next steps

- thank the participants for completing the orientation process and remind them that SCHAC looks forward to working with the new council to advance community relations and development in South Carolina
- explain to the participants that from this point onward they are responsible for (1) setting up and conducting their meetings, and (2) executing their chosen service delivery system, and that SCHAC-CR&D Division will be available to provide support

- tell the participants that you look forward to seeing them at the annual South Carolina Community Relations and Development Conference where everyone will have the opportunity to constructively review their activities and help to consolidate local level findings into a state level advisory strategy (plus have a little fun)

3.4.3.7 Conduct a social and hand out certificates of completion for all the council members

- Have a social and celebrate completion of the orientation process and the beginning of a new council
- Provide all the council members with a certificate of completion for the orientation process

3.4.4 Follow up

3.4.4.1 Send out a thank you email with a summary of the meeting

Preparation for the email

- review and develop responses to the items placed in the parking lot at the previous meeting

Content of the email

- thank the participants for their participation and congratulate them on completing the orientation process
- provide a brief review of the meeting
- address any issues that were recorded on the parking lot board at the last meeting
- brief reminder that they are now responsible for setting up their own meetings and executing the chosen service delivery system, and that SCHAC-CR&D Division is available to provide support
- Attachments/links to online videos regarding:
 - Annual South Carolina Community Relations and Development Conference

Note: develop an email template

4 Appendix

4.1 Appendix A - Types of Information

TYPES OF INFORMATION

Population

- Total Population
- Geographic distribution of Population
- Demographic composition and changes

History

- Historical evolution of the county
- Key historical events (economic, social, natural etc.)

History with SCHAC (Community Relations/Development Division)

- History of engagement with the Community Relations/Development Division

Physical Characteristics

- Nature and size of Land
- Water
- Air
- Soil
- Climate
- Natural Hazards

Infrastructure

- roads
- bridges
- airports
- harbors
- railways/stations
- electrical/gas infrastructure
- communication infrastructure
- water and sewer infrastructure

Transportation System

- road, rail, air and water

Political System

- Nature of the political system (including local local political systems arising from incorporated areas like cities and towns)
- Federal Representatives
- State Representatives
- County Representatives
- City and Town Representatives (incorporated)
- Key political figures (past and present)
- Politicians who might be a source of influence and support for CRDS (Community Relations and Development System)

Political History and Current Situation

- Parties in the majority and general political philosophy
- Historical and current key political issues within the county

Public Sector

- Key public sector organizations within the county
- Key public sector officials within the county
- Public Sector Officials who might be a source of influence and support

Economic System

- Nature and evolution of the Economy
- Structure of employment
- Largest Private Sector organizations (revenue and no of employees)
- Largest Public Sector organizations (budget and no of employees)
- Chamber of Commerce
- Other organizations with an economic development mandate
- Economic officials/leaders who might be a source of influence and support for CRDS (CEOs, Heads of HR, Heads of Diversity/Inclusion, Heads of Corporate Social Responsibility, other executives, managers, Head of the Chamber of Commerce etc.)

Socio-Economic Conditions

- Average income
- Distribution of income including level and nature of poverty
- Changes in socio-economic conditions

Associations

- Associations within or cover the county (e.g. Society for Human Resource Management)
- Association officials/leaders who might be a source of influence and support

Law Enforcement, Public Safety and Judicial System

- Nature of the fire/paramedic service system
- Key fire/paramedic service officials/leaders
- Fire/paramedic service officials/leaders who might be a source of influence and support for CRDS
- Structure of law enforcement (e.g. no of police departments)
- Nature of the Sheriff Department (current sheriff, no and type of employees, area responsible for etc.)
- Nature of the police departments (current police chief/deputy, no and type of employees, area responsible for etc.)

- Historical and current nature and level of crime (e.g. evidence of racially oriented crime)
- Nature of the courts system (location of courts, current chief prosecutor, judges etc.)
- Justice system officials/leaders who might be a source of influence and support

Health Care System

- Nature of the health care system (e.g. paramedic services, hospitals, veteran services etc.)
- Key health care officials/leaders
- Health Care officials/leaders who might be a source of influence and support

Education System

- Nature of the education system at various levels (e.g. higher education, middle school etc.)
- Education officials/leaders who might be a source of influence and support

Religious System

- Nature of the religious services system
- Religious officials/leaders who might be a source of influence and support

Communication and Media System

- Nature of the communication and media system
- Media officials/leaders who might be a source of influence and support

Leisure, Recreation and Sports System

- Nature of the sports and recreation system
- Sports and recreation officials/leaders who might be a source of influence and support

Social Services System

- Nature of the social services system
- Social service officials/leaders who might be a source of influence and support

Reputable and Influential Residents of the County

- Reputable and influential residents from various groups/sectors of the county who might be a source of influence and support

Arts and Entertainment System

- Nature of the festival and social activities system

Socio-Cultural System

- dominant values, beliefs and attitudes
- perceptual and behavioral patterns
- indicators of prejudice, stressed group relations etc..

Note: Important to add or update contact information for key residents of the county